



Departmental Quarterly Performance Report

**Department Name:
Office of Performance Improvement**

**Reporting Period:
2002/03
3rd Quarter**

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MAJOR PERFORMANCE INITIATIVES

Describe Key Initiatives and Status

Check all that apply

<p>County Mgr. Priority (Circle One): <i>People</i> <u><i>Service</i></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Initiative: Support the Efficiency and Competition Commission in tracking and monitoring countywide efficiency projects.</p> <p>Performance Measure: Compile and update project information into a monthly status report for distribution one week prior to Efficiency and Competition Commission (ECC) meetings.</p> <p>Status Update:</p> <ul style="list-style-type: none"> Streamlined ECC reporting to coincide with departmental quarterly performance reporting. Three meetings scheduled, with two meetings held this quarter. The April ECC package was distributed three days prior to the meeting, and the June package was distributed four days prior to the meeting. 	<p><u><i>x</i></u> <i>Strategic Plan (ES9-5)</i></p> <p><u><i>x</i></u> <i>Business Plan</i></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ <i>(Describe)</i></p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u><i>Service</i></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Initiative: Conduct and oversee efficiency projects including process reviews, managed competition/target savings initiatives and gainsharing.</p> <p>Performance Measure: Conduct a countywide efficiency idea gathering effort with the aim of identifying up to approximately 80 new areas of study.</p> <p>Performance Measure: Identify 6 target savings initiative/competition projects or create Memorandums of Understanding that incorporate managed competition, target savings initiatives and/or gainsharing elements.</p> <p>Performance Measure: Complete 15 projects using in-house resources; oversee or participate in 20 additional projects.</p> <p>Status Update:</p> <ul style="list-style-type: none"> Current countywide work plan consists of 221 active efficiency related projects, 101 efficiency “ideas” and an additional 86 implemented projects which are now monitored for savings. In order to focus on key initiatives and reduce reporting requirements, we worked with departments to establish a single project list of 35 “impact” projects. These projects will form the basis of ECC reporting Identified and assisting in the following three target savings initiative/competition projects: <ol style="list-style-type: none"> Fire and Rescue – Finalized agreement between GSA and Fire for transfer of facility and resources for heavy equipment maintenance. OPI will be involved in an annual performance review. GSA/Human Services – Preparing bid for industry comments that incorporates a managed competition between GSA and private providers for preventative maintenance services. 	<p><u><i>x</i></u> <i>Strategic Plan (ES9-5)</i></p> <p><u><i>x</i></u> <i>Business Plan</i></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ <i>(Describe)</i></p>

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<p>3. CAA/Human Services– Examining possibility of having Corrections Food Services provide meal service for DHS and CAA.</p> <ul style="list-style-type: none"> • Creating the following MOU's: <ol style="list-style-type: none"> 1. WASD – Met with Department Director and Assistant County Manager to review multiple MOU concepts. Held multiple sessions with WASD representatives to identify department measures. 2. Corrections and Rehabilitation – Finalized agreement and received Board approval for a new multi-year gainsharing agreement. 3. Finance – Working with Credit and Collections to develop a gainsharing agreement. 4. South Florida Employment and Training Consortium (SFETC) – Advising SFETC on distribution method for state bonus funds. • Completed or provided oversight to fourteen projects year-to-date including: <ul style="list-style-type: none"> • Medical Examiner Operations Review • Swim Apparel MOU • Snack ITB • Incorporation and Competitive Government • Tax Collector 4 x 10 Review • Public Works - Construction Contract Payment Process Review • Corporate Sponsorship – Policy and Report • Department Director Quarterly Reporting • Survey Pool – County wide and UMSA Surveys • Corrections and Rehabilitation – New Target and MOU for Food Services • Fire and Rescue/GSA – Heavy Fleet Maintenance MOU • Procurement Consolidation – Report issued and scheduled to be presented to Budget and Finance Committee. 	
<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Initiative: Support and institute countywide strategic planning project.</p> <p>Performance Measure: Finalize individual strategic area master plans and support departmental implementation.</p> <p>Status Update:</p> <ul style="list-style-type: none"> • On June 3 2003, the Board of County Commissioners approved Resolution R-664-03 community goals, priority outcomes and supporting implementation strategies for Miami-Dade County's Strategic Plan, directed the County Manager to further refine the related performance objectives and develop a supporting Enabling Strategies Plan for the County's internal support functions. • Developed the goals and priority outcomes for internal support functions and conducted facilitation sessions with Assistant County Managers, 	<p><u>X</u> <i>Strategic Plan (ES9-1,ES9-2)</i></p> <p><u>x</u> <i>Business Plan</i></p> <p><u> </u> <i>Budgeted Priorities</i></p> <p><u> </u> <i>Customer Service</i></p> <p><u> </u> <i>Workforce Dev.</i></p> <p><u> </u> <i>ECC Project</i></p> <p><u> </u> <i>Audit Response</i></p> <p><u> </u> <i>Other</i> _____ <i>(Describe)</i></p>

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<p>Directors and senior staff to draft implementation strategies and performance objectives (Enabling Strategies Plan).</p> <ul style="list-style-type: none"> Completed review of Business Plan linkages for Transportation and Recreation and Culture Strategic Areas and identified Strategic Plan components not addressed in the business plan summaries summated to OMB by the Departments in these strategic areas. Continued meeting with Commissioners to refine the County's vision statement. Developed draft work plan for deployment of strategic plan and performance excellence throughout County government departments. Streamlined and enhanced the departmental quarterly performance report. <ul style="list-style-type: none"> Eliminated duplicate reports prepared for OMB and OPI. Provided closer linkage to strategic planning initiatives. Developed recommendations for enhancements to the County's Employee Orientation Program and Supervisory Training program to promote deployment of County's values, priorities and performance expectations throughout the organization. Initiated evaluation of performance management software. 	
<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Initiative: Administer the countywide "Secret Shopper" program, which is designed to evaluate service delivery to our public at the point of service.</p> <p>Performance Measure: Complete the second year (FY 01-02) of the program, by shopping customer service interface points in all County departments within a 12-month period. Plan revamped third year program.</p> <p>Status Update:</p> <ul style="list-style-type: none"> Completed all second year shopping, with all Department Directors receiving reports detailing their results. Submitted County Manager report summarizing countywide results. Article announcing results printed in County employee newspaper. Conducting revised third year shopping cycle, which includes shopping all departments on a bi-annual basis. 	<p><u>x</u> <i>Strategic Plan (ES1-3,ES1-4)</i></p> <p><u>x</u> <i>Business Plan</i></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Initiative: Maintain the County Manager's Administrative Orders (AOs).</p> <p>Performance Measure: Update the automated countywide AO system within 10 days of receipt of the final approved AO from the operating department.</p> <p>Status Update:</p> <ul style="list-style-type: none"> Reviewed a total of twenty-one A.O.'s this fiscal year, six of which were in the third quarter. Twenty-three A.O's uploaded this fiscal year, eight of which were in the third quarter. All were uploaded within the ten day requirement. Continued to coordinate updates of outdated A.O.s. 	<p><u>x</u> <i>Strategic Plan (ES8-3)</i></p> <p><u>x</u> <i>Business Plan</i></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>

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<p>County Mgr. Priority (Circle One): <i>People</i> <u><i>Service</i></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Initiative: Maintain the countywide Procedures Manual.</p> <p>Performance Measure: Update the countywide Procedures Manual on an annual basis by the end of the first quarter of the fiscal year.</p> <p>Status Update:</p> <ul style="list-style-type: none">• Completed process for 2002 countywide Procedures Manual update.• Updates, additions and deletions loaded on County web-site in December 2002.• Intermediate updates completed as needed.	<p><u><i>X</i></u> <i>Strategic Plan</i> <i>ES8-3)</i></p> <p><u><i>x</i></u> <i>Business Plan</i></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <u><i>Fiscal Responsibility</i></u></p> <p>Initiative: Generate revenues or in-kind goods and services in support of County operations, through corporate sponsorship agreements.</p> <p>Performance Measure: Establish countywide corporate sponsorship strategy and policy.</p> <p>Performance Measure: Establish two corporate sponsorship agreements.</p> <ul style="list-style-type: none">• Conducting final award phase of the County beverage vending agreement.• Working with Parks and PMD to finalize scope of a swimwear corporate sponsorship Invitation-to-Bid.• Revised corporate sponsorship strategy report and preferred project list.• Conducting meetings to initiate naming rights opportunities for the South Dade Government Center.	<p><u><i>X</i></u> <i>Strategic Plan</i> <i>(ES8-2)</i></p> <p><u><i>x</i></u> <i>Business Plan</i></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>

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PERSONNEL SUMMARY

A. Filled/Vacancy Report

NUMBER OF FULL-TIME POSITIONS*	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	14	18*	15	3	16	2	16	2		

* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

Notes:

* Current year budget represents full-time positions, and does not include one part-time Management Consultant Supervisor.

B. Key Vacancies

C. Turnover Issues

D. Skill/Hiring Issues

E. Part-time, Temporary and Seasonal Personnel
(Including the number of temporaries long-term with the Department)

T.O. includes one filled part-time Management Consultant Supervisor.

F. Other Issues

One consulting position held vacant to attain budgeted attrition.

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FINANCIAL SUMMARY

(All Dollars in Thousands)

	PRIOR YEAR Actual	CURRENT FISCAL YEAR						
		Total Annual Budget	Quarter		Year-to-date			
			Budget	Actual	Budget	Actual	\$ Variance	% of Annual Budget
Revenues (Reimburs)								
♦ Salary	0	98,000	24,500	0	73,500	0	73,500	0
♦ Fringe	0	22,000	5,500	0	16,500	0	16,500	0
♦								
♦								
Total	0	120,000	30,000	0	90,000	0	90,000	0
Expense*								
Personnel	1,152,404	1,238,000*	309,500	276,876	928,500	827,613	100,887	67
Operating	154,104	69,000	17,250	32,544	51,750	211,153	-159,403	306
Capital	9,071	12,000	3,000	7,264	9,000	7,264	1,736	61
Total	1,315,579	1,319,000	329,750	316,684	989,250	1,046,030	-56,780	79

* Includes Salary/Fringe reimbursement amounts.

Equity in pooled cash (for proprietary funds only)

Fund/ Subfund	Prior Year	Projected at Year-end as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Total					

Comments:

(Explain variances, discuss significant in-kind services, provide status of aged receivables at 30-60-90-+ days and those scheduled for write-off, if applicable)

Operating expenses exceed budget due to the following year-to-date expenses incurred by Hay and Superlative Group Consulting firms:

\$167,901 21030 Other Professional Services

\$ 7,144 31210 Travel Expense –U.S.

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STATEMENT OF PROJECTION AND OUTLOOK

The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:

Notes and Issues:

As indicated in Financial Summary, operating expenses exceed budget due to charges from the Hay and Superlative Group Consulting firms. These expenses are transferred from the Office of Performance Improvement's budget at the end of the year. Additionally, we anticipate meeting our five percent savings goal.

DEPARTMENT DIRECTOR REVIEW

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

Signature
Department Director

Date_____